

CADON
L 61
-78B10

Government
Publications

Bibliography Series



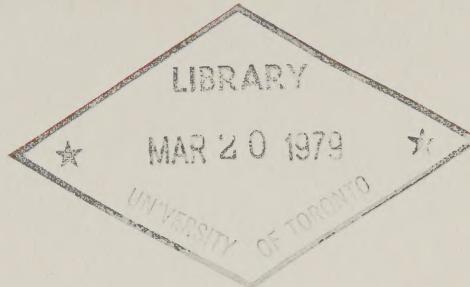
3 1761 12059987 3

Performance Evaluation

of

Employees, Managers and
Executives

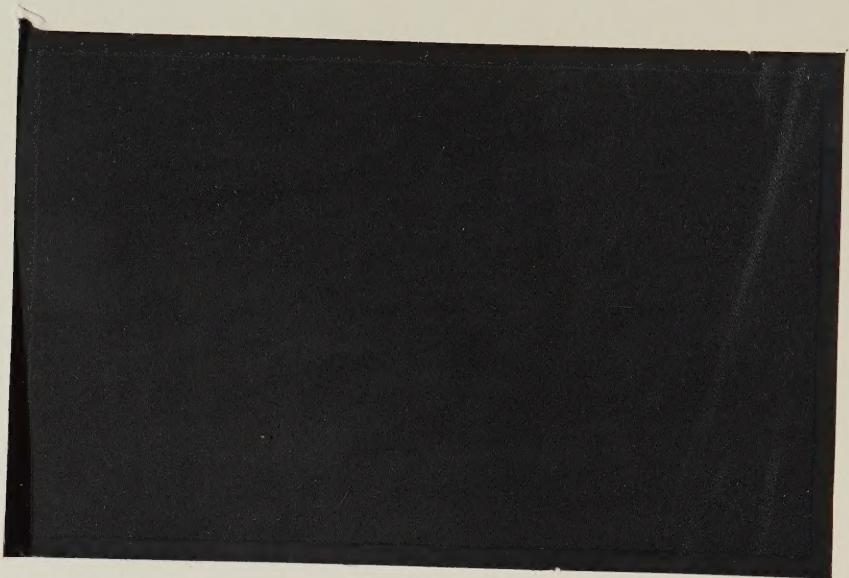
A Selected Bibliography



Ontario
Ministry of
Labour

Research
Branch

Toronto
Ontario



CAZFN
L 61
-78 Bio

Performance Evaluation
of
Employees, Managers and
Executives

A Selected Bibliography

Number 10

Compiled by:
Frances Krayewski

Ontario Ministry of Labour
Library

January 1978

Hon. Bette Stephenson, M.D.
Minister

T.E. Armstrong, Q.C.
Deputy Minister

PERFORMANCE EVALUATION OF EMPLOYEES, MANAGERS, AND EXECUTIVES

A Selected Bibliography

TABLE OF CONTENTS

Employee Evaluation - Monographs	page 1
Employee Evaluation - Periodical Articles 1970+	2
Evaluation of Managers and Executives - Monographs	10
Evaluation of Managers and Executives - Periodical Articles 1970+.....	12
Evaluation of Specific Occupational Groups	
A. Bank Employees.....	17
B. Computer Personnel.....	17
C. Foremen and Supervisors.....	18
D. Government Employees.....	19
E. Purchasing Agents.....	21
F. Salesmen.....	21

Digitized by the Internet Archive
with funding from

University of Toronto

Digitized by the Internet Archive
in 2024 with funding from

University of Toronto

<https://archive.org/details/31761120599873>

EMPLOYEE EVALUATION - MONOGRAPHS

AMERICAN PETROLEUM INSTITUTE.

* How to Install and Validate Employee Selection Techniques,
by Hobart G. Osburn and Wilfredo R. Manese. Washington, 1972.

BEVERIDGE, W.E.

The Interview in Staff Appraisal. New York: International Publications Service, 1975.

BLUMENFELD, WARREN S.

Development and Evaluation of Job Performance Criteria: a Procedural Guide. Atlanta, Ga.: Georgia State University School of Business Administration, 1976. (Research Monograph: No. 64).

CHICAGO. UNIVERSITY. INDUSTRIAL RELATIONS CENTER.

* The Appraisal of Job Performance: Results of Five Year's Use of Paired Comparison Performance for the Validation of Selection Test Batteries, by Melany E. Baehr. Chicago: 1968 (Occasional paper 27-R1).

CUMMINGS, L.L. AND DONALD P. SCHWAB.

Performance in Organizations: Determinants and Appraisal. Glenview, Ill.: Scott, Foresman and Co., 1973.

GILL, DEIRDRE AND OTHERS.

Performance Appraisal in Perspective: a Survey of Current Practice. London: Institute of Personnel Management, 1973.

HUMAN RESOURCES RESEARCH ORGANIZATION.

* Frameworks for Measurement and Quality Control, by Eugene A. Cogan and J. Daniel Lyons. Alexandria, Va.: 1972. (Professional Paper 16-72).

KELLOGG, MARION S.

What to Do About Performance Appraisal. New York: American Management Association, 1975.

* Items held in the Ministry of Labour Research Library.

LOPEZ, FELIX M.

* Evaluating Employee Performance. Chicago: Public Personnel Association, 1968.

MAKING PERFORMANCE APPRAISALS WORK.

New York: American Management Association, 1974.

MORRISEY, GEORGE L.

* Appraisal and Development Through Objectives and Results. Reading, Mass.: Addison-Wesley, 1972.

RANDELL, G.A.

Staff Appraisal. New York: International Publications Service, 1975.

STEFFY, WILBERT AND DANIEL R. DARBY.

Performance Evaluation Systems. Ann Arbor, Michigan: University of Michigan, Industrial Development Division, 1969.

VARNEY, GLENN H.

Planning and Reviewing Employee Performance. Wellesley Hills, Md.: Management Advisory Publications, 1969.

WILLIAMS, M.R.

Performance Appraisal in Management. New York: Crane-Russak Co., 1972.

EMPLOYEE EVALUATION - PERIODICAL ARTICLES 1970 +

AINLAY, GARY.

* "S.E.L.F: staff evaluation for learning through feedback." Hospital Administration in Canada 18:26, 28-31, April 1976.

BACK, K. AND M. HORNER.

"Successful schemes for management appraisal." Personnel Management 5:30-3, July 1973.

BALDERSON, JACK.

* "Performance appraisal systems." Social Research Administrators' Journal 4:3-24, Winter 1973.

BARTOL, K.M. AND D.A. BUTTERFIELD.

* "Sex effects in evaluating leaders." Journal of Applied Psychology 61:446-54, no. 4, 1976.

BEER, M. AND R.A. RUH.

* "Employee growth through performance management." Harvard Business Review 54:59-66, July 1976.

BISHOP, R.C.

"Relationship between objective criteria and subjective judgements in performance appraisal." Academy of Management Journal 17:558-63, September 1974.

BISHOP, T.C. AND R.V. MCKENNA.

"Getting results from performance appraisals." Infosystems 23:62-3+, November 1976.

BORGMAN, RONALD G.

* "How to manage a new employee's probationary period." Supervisory Management 20:26-29, June 1975.

BURKE, R.J.

"Why performance appraisal systems fail." Personnel Administration 35:32-40, May 1972.

BURKE, R.J. AND J.J. KEMBALL.

* "Performance appraisal: some issues in the process." Canadian Personnel and Industrial Relations Journal 18:25-34, November 1971.

CANGEMI, J.P.

* "Personnel evaluation rating scale." Personnel Journal 49: 665-7, August 1970.

CHERRY, R.

* "Performance reviews: a note on failure." Personnel Journal 49:398-403, May 1970.

COLBY, JOHN D.

* "Performance appraisal: help or hindrance to employee productivity." Personnel Administrator 20:37-39, October 1975.

CONANT, J.C.

"Performance appraisal: a critique and an alternative [management by objectives]. Business Horizons 16:73-8, June 1973.

CULBRETH, G.

"Appraisals that lead to better performances." Supervisory Management 16:8-10, March 1971.

DAVIS, P.A.

"Do they agree with your appraisals of their performance?" Supervisory Management 19:14-18, January 1974.

DOIRON, R.C.

"Personnel evaluation process [USAF system]. Journal of Systems Management 21:37-41, July 1970.

DWYER, J.C. AND N.J. DIMITROFF.

* "Bottoms up / tops down approach to performance appraisal." Personnel Journal 55:349-53, July 1976.

FERRARA, A.J.

* "Performance appraisal: steer clear of booby traps." Supervisory Management 20:2-9, July 1975.

FLETCHER, CLIVE A.

* "Interview style and the effectiveness of appraisal." Occupational Psychology 47(3 & 4):225-238, 1973.

FORD, R.C. AND K.M. JENNINGS.

* "How to make performance appraisals more effective." Personnel 54:51-6, March 1977.

GOODALE, JAMES G.

* "How to improve ratings of employee performance." Canadian Personnel and Industrial Relations Journal 22:20-24, January 1975.

GRANDY, C.C.

* "Do your performance appraisals backfire?" Supervisory Management 16:2-6, November 1971.

HAMPSON, G.D.

"Progress reporting systems." CA Magazine 104:63-6, April 1974.

HASTINGS, R.E.

* "Examining employee evaluations." Business Horizons 19:77-83, February 1976.

HAYDEN, R.J.

* "Performance appraisal: a better way." Personnel Journal 52: 606-13, July 1973.

HAYNES, M.E.

* "Do appraisal reviews improve performance?" Public Personnel Management 2:128-32, March 1973.

HEIER, W.D.

* "Implementing an appraisal by results program." Personnel 47: 24-32, November / December 1970.

HERBERT, T.T.

"The MBA and job performance: evidence from appraisals." Akron Business and Economic Review 8:35-40, no. 1, 1977.

HOLLEY, W.H. AND H.S. FEILD.

* "Performance appraisal and the law." Labor Law Journal 26: 423-30, July 1975.

HOLLEY, W.H. AND OTHERS.

* "Analyzing performance appraisal systems: an empirical study." Personnel Journal 55:457-9+, September 1976.

HOLLINGWORTH, F.D.

"Performance appraisals: the tip of the iceberg." Canadian Chartered Accountant 100:30-3, May 1972.

HOPKINS, WILLIAM M.

* "Performance appraisal: try action analysis." Supervisory Management 20:10-13, July 1975.

HUGHES, CHARLES L.

* "Appraising performance." Management by Objectives 2(2):19-33, 1972.

JONES, ALAN

* "A validation technique for performance tests." Occupational Psychology 47(3 & 4):189-192, 1973.

KAVANAGH, M.J.

"Put the person back in performance appraisal." Supervisory Management 17:9-14, October 1972.

KEARNEY, W.J.

* "Value of behaviourally-based performance appraisals." Business Horizons 19:75-83, June 1976.

KEEGAN, JOHN J.

* "Performance-based staff evaluation: a reality we must face." Educational Technology 15:35-38, November 1975.

KLIMOSKI, RICHARD J.

* "Role of the rater in performance appraisal." Journal of Applied Psychology 59(4):445-451, 1974.

KLOS, A.

"Take the pain out of performance appraisal." Supervisory Management 18:22-5, May 1973.

LANSBURY, R.

"Appraisal re-appraised." Work and People 1, no.3:10-15, 1975.

LASHER, HARRY J.

* "The employee performance syndrome: is improvement possible?" Personnel Journal 53:897-901, December 1974.

LAZER, ROBERT I.

* "The 'discrimination' danger in performance appraisal." Conference Board Record 13:60-64, March 1976.

LEVIN, JULES

"Job appraisal: rating systems." Industrial Canada 72:41-3, May 1971.

LIBERMAN, AARON

* "Personal evaluation - a proposal for employment standards." Public Personnel Management 4:248-258, July 1975.

LINDO, D.K. AND D.R. ZEHNDER

* "Giving credit where credit is due." Personnel 50:39-44, July 1973.

LOCHER, A.H. AND K.S. TEEL.

* "Performance appraisal - a survey of current practices." Personnel Journal 56:245-7+, May 1977.

LOSEY, M.R.

"What do your employees really think?" Personnel Administration 34:4-7+, March 1971.

MACOY, W.A.

"Conducting a performance appraisal interview." Supervisory Management 15:13-16, February 1970.

MASSEY, DON J.

* "Narrowing the gap between intended and existing results of appraisal systems." Personnel Journal 54:522-524, October, 1975.

MCGREGOR, D.

* "Uneasy look at performance appraisal." Harvard Business Review 50:133-8, September 1972.

MAYFIELD, H.

* "Identifying superior performance." Supervisory Management 15:21-2, June 1970.

MILLARD, C.W.

* "New breakthrough for performance appraisal [behaviour anchored rating scales]." Business Horizons 19:66-73, August 1976.

MINER, MARY GREEN.

"Employee performance: evaluation and control." Personnel Policies Forum, no. 108, February 1975.

MORANO, R.A.

"Down with performance appraisals?" Supervisory Management 19:18-22, December 1974.

NEWSTROM, J.W.

"Smooth the way for your own performance appraisal." Supervisory Management 19:32-6, May 1974.

OBERG, W.

* "Make performance appraisal relevant." Harvard Business Review 50:61-7, January 1972.

OLNEY, P.B.

* "Performance review; pitfalls and possibilities." Supervisory Management 21:2-11, July 1976.

OLSEN, O. LEIF AND A.C. BENNETT.

* "Performance appraisal: management technique or social process." Management Review 64:18-23, December 1975.

PAJER, R.G.

* "Systems approach to results oriented performance evaluation." Personnel Administration and Public Personnel Review 1:42-7, November 1972.

PATZ, A.L.

* "Performance appraisal: useful but still resisted." Harvard Business Review 53:74-80, May 1975.

PIZAM, A.

* "Social differentiation - a new psychological barrier to performance appraisal." Public Personnel Management 4:244-7, July 1975.

POLSTER, H. AND H.S. ROSEN.

* "Use of statistical analysis for performance review." Personnel Journal 53:498-506+, July 1974.

PRATHER, R.L.

* "Extending the life of performance appraisal programs." Personnel Journal 53:739-43, October 1974.

PURSELL, R.B.

"How good are your performance appraisals?" Supervisory Management 17:35-7, March 1972.

RIEDER, G.A.

* "Performance review - a mixed bag." Harvard Business Review 51:61-7, July 1973.

SCHLESINGER, L.

* "Performance improvement: the missing component of appraisal systems." Personnel Journal 55:274-5, June 1976.

SCHNEIER, CRAIG E.

* "Multiple rater groups and performance appraisal." Public Personnel Management 6:13-20, January / February 1977.

SCOTT, R.D.

* "Taking subjectivity out of performance appraisal." Personnel 50:45-9, July 1973.

SILVERMAN, R.S. AND I.B. MENESSA.

"Employee appraisal systems." Journal of Systems Management 27:36-7, August 1976.

SITNEK, L.N.

"Performance rating." Industrial Management 19:11-16, January / February 1977.

STONE, T.H.

* "Examination of six prevalent assumptions concerning performance appraisal." Public Personnel Management 2:408-14, November 1973.

SUSKIN, H.

"Personal competence rating." Personnel Administration 35:62-9, 1972.

TALBERT, TERRY L. AND OTHERS.

* "Measuring clerical job performance." Personnel Journal 55:573-575, November 1976.

THOMPSON, H. AND G.W. DALTON

* "Performance appraisals: managers beware." Harvard Business Review 48:149-57, January 1970.

WALLACE, W.H.

* "Performance appraisal of non self-directed personnel." Personnel Journal 50:521-7, July 1971.

WARD, R.I.

"Construct your own performance appraisal program." Industry Week 181:58+, May 20, 1974.

WINSTANLEY, N.B.

* "Performance appraisal: another pollution problem." Conference Board Record 9:59-63, September 1972.

WINSTANLEY, N.B.

* "Use of performance appraisal in compensation administration." Conference Board Record 12:43-7, March 1975.

ZAWACKI, R.A. AND R.L. TAYLOR

* "View of performance appraisal from organizations using it." Personnel Journal 55:290-2+, June 1976.

ZEITLEIN, L.R.

* "Planning for a successful performance review program." Management Review 59:44-7, March 1970.

ZIMMERER, T.W. AND T.F. STROH.

"Preparing managers for performance appraisal." Advanced Management Journal 39:36-42, July 1974.

EVALUATION OF MANAGERS AND EXECUTIVES - MONOGRAPHS

CAMPBELL, JOHN P., MARVIN D. DUNNETTE, EDWARD E. LAWLER, AND KARL E. WEICK.

Managerial Behaviour, Performance and Effectiveness. New York: McGraw-Hill, 1970.

CRYSTAL, GRAEF.

"Executive performance appraisal." In Financial Motivation for Executives. New York: American Management Association, 1970. pp. 80-100.

DOOHER, M. JOSEPH AND VIVIENNE MARQUIS.

Rating Employee and Supervisory Performance; a Manual of Merit-Rating Techniques. New York: American Management Association, 1950.

DRUCKER, PETER F.

The Effective Executive. New York: Harper & Row, 1965.

ENELL, J.W. AND G.H. HAAS.

Setting Standards for Executive Performance. New York: American Management Association, 1960.

FOURNIES, FERDINAND.

Management Performance Appraisal: a National Study. Somerville, N.J.: Ferdinand Fournies Associates, 1973.

HEYEL, CARL.

Appraising Executive Performance. New York: American Management Association, 1958.

HOPWOOD, ANTHONY G.

An Accounting System and Managerial Behaviour. Westmead, Eng.: Saxon House, 1973.

JACOBS, HERMAN AND KATHERINE JILLSON.

* Executive Productivity. New York: American Management Association, 1974 (AMA Survey Reports Series).

KINNEY, WILLIAM R.

Measuring Performance in Multi-outlet Businesses. East Lansing, Michigan: Division of Research, Graduate School of Business Administration, Michigan State University, 1969.

KOONTZ, HAROLD D.

Appraising Managers as Managers. New York: McGraw-Hill, 1971.

ROWLAND, VIRGIL K.

Evaluating and Improving Managerial Performance. New York:
McGraw-Hill, 1970.

STEWART, ANDREW AND VALERIE STEWART.

Tomorrow's Men Today: the Identification and Development of Management Potential. London: Institute of Personnel Management; Falmer, Brighton: University of Sussex, Institute of Manpower Studies, 1976.

THOMPSON, F. NEAL.

Assessing Managerial Performance. Georgia State Business Publications, 1967 (Research Monograph No. 36).

TOSI, HENRY L., ROBERT J. HOUSE AND MARVIN D. DUNNETTE.

Managerial Motivation and Compensation; a Selection of Readings. East Lansing, Mich.: Michigan State University, MSU Business Studies, 1972.

VALENTINE, RAYMOND F.

Performance Objectives for Managers. New York: American Management Association, 1966.

WILLIAMS, MICHAEL.

Performance Appraisal in Management. London: Heineman, 1972.

EVALUATION OF MANAGERS AND EXECUTIVES -

PERIODICAL ARTICLES 1970+

ALVERSON, W.J.

"Management appraisal - what it should do and how." National Underwriter (Property ed.) 77:3+, February 23, 1973; 3+, March 2, 1973.

"ARE EXECUTIVES EFFICIENT?"

Business Week, December 1, 1973, p. 52+.

BARNA, PETER.

* "Freedom of information regulations: a new tool to measure manager effectiveness." Personnel Journal 55:383, August 1976.

BERKWITT, GEORGE.

"Big new move to measure managers." Dun's Review 98:60-2, 64, September 1971.

BERKWITT, GEORGE.

"Formula for measuring executives." Dun's Review 92:43-47, August 1968.

CALHOON, R.P.

* "Components of an effective executive appraisal system." Personnel Journal 48:617-22, 648, August 1969.

CARROLL, STEPHEN AND HENRY TOSI.

"Relationship of characteristics of the review process to the success of the management by objectives approach." Journal of Business 44:299-305, July 1971.

CHAMBERS, P.

"Executives encourage criticism by employers?" International Management 28:16-19, February, 1973.

CHILTON, CARL.

"Why not evaluate partners?" Journal of Accounting 136:81-4, December 1973.

DELANEY, W.A.

* "Tell-tale symptoms of the Peter Principle at work." Supervisory Management 20:26-31, November 1975.

DEWITT, FRANK.

* "Technique for measuring management productivity." Management Review 59:2-11, June 1970.

FORCHHEIMER, OTTO L.

"Accountability for functional executives." Advanced Management Journal 37:15-20, April 1972.

FOURNIES, FERDINAND.

"Why management appraisal doesn't help develop managers." Management Review 63:19-24, January 1974.

GINZBURG, S.G.

* "I-Test evaluating executive talent and potential." Personnel Journal 55:168-9, 184, April 1976.

HALL, FRANCINE S. AND DOUGLAS T. HALL.

"Effects of job incumbent's race and sex on evaluation of managerial performance." Academy of Management Journal 19:476-481, September 1976.

HILL, NORMAN C.

* "Increasing managerial effectiveness." Training and Development Journal 31:16-19, July 1977.

HILL, R.

"Rating the boss through a computer [ESSO]." International Management 30:51-2+, March 1975.

HOPWOOD, ANTHONY G.

"Leadership climate and the use of accounting data in performance evaluation." Accounting Review 49:485-95, July 1974.

KARMEL, BARBARA AND DOUGLAS M. EGAN.

* "Managerial performance: a new look at underlying dimensionality." Organizational Behaviour and Human Performance 15:322-334, April 1976.

KOONTZ, HAROLD D.

* Making managerial appraisal effective." California Management Review 15:46-55, Winter 1972.

KOONTZ, HAROLD D.

"How can appraisal of managers be made effective?" Advanced Management Journal 38:11-21, April 1973.

KRAUT, ALLEN I.

* "Hard look at management assessment centers and their future." Personnel Journal 51:317-26, May 1972.

LABOVITZ, GEORGE H.

"More on subjective executive appraisal, an empirical study." Academy of Management Journal 15:289-303, September 1972.

LEVINSON, HARRY.

* "Appraisal of what performance?" Harvard Business Review 54:30-2+, July 1976.

"MANAGEMENT PERFORMANCE APPRAISAL PROGRAMS."

* Personnel Policies Forum, no. 104, January 1974.

"MANAGERIAL APPRAISAL PROGRAMS."

* Personnel Policies Forum, no. 74, September 1964.

MATEJKA, J.K. ET AL.

"The relationship between perceptions of success and subordinate ratings of management." Akron Business and Economic Review 8:50-52, no. 1, 1977.

MEYER, HERBERT E.

* "Science of telling executives how they're doing." Fortune 89:102-6, 110-112, January 1974.

MINER, J.B.

"Management appraisal: a capsule review and current references." Business Horizons 11:83-93, October 1968.

MUELLER, R.K.

* "Are directors boardworthy - a report card for board members." Management Review 65:14-24, September 1976.

NORTON, STEPHEN D.

* "How one company assesses management personnel [Southwestern Bell Telephone]" Personnel 50:48-55, March 1973.

PATTON, ARCH.

"Does performance appraisal work?" Business Horizons 16:83-91, February 1973.

REESER, C.

"Executive performance appraisal - the view from the top." Personnel Journal 54:42-6, January 1975.

SCHWENDIMAN, GARY AND DAN ALBERTUS.

* "Manager assessment: feedback and growth." Training and Development Journal 31:42-45, July 1977.

SHAKMAN, RICHARD J. AND RAY C. ROBERTS.

"An evaluation of management effectiveness." Michigan Business Review 20:24-27, January 1977.

SHRODE, WILLIAM A. AND ROBERT E. WILKINSON.

"Towards a systems model of managerial performance." Journal of Systems Management 21:29-33, September 1970.

SIEPERT, A.F.

"Promoting our best managerial potentials." Personnel Administration 34:8-21, January 1971.

SIROTA, D. AND D. CORYELL.

"Attitude survey feedback: letting the first-line manager know where he stands." Personnel Administration 35:53-7, May 1972.

SLEVIN, DENNIS P.

* "Assessment centre: breakthrough in management appraisal and development." Personnel Journal 51:255-261, April 1972.

TANZOLA, FRANK.

* "Motivating division control [performance rating system]." Management Review 64:37-9, August 1975.

VILLAREAL, MOREY J.

* "Improving managerial performance." Personnel Journal 56:86-89, 96-97, February 1977.

VONDER HARR, T.A.

* "Performance standards for managers." Personnel Journal 51:27-31, 41, January 1972.

WILLIAMS, A.P.O.

"Increasing the value of management appraisal schemes: an organizational learning approach." Journal of Management Studies 7:23-36, February 1970.

WINSTANLEY, N.B.

* "Performance appraisals and management development: a systems approach." Conference Board Record 13:55-9, March 1976.

WOLMAN, S.

* "Why not let managers participate in their own performance appraisals." Personnel Journal 48:376-7, May 1969.

EVALUATION OF SPECIFIC OCCUPATIONAL GROUPS

A. BANK EMPLOYEES

HENDERSON, RICHARD I. AND ROBERT O. WILSON.

"The how of performance appraisal." Magazine of Bank Administration 53:30-3, January 1977.

HENDERSON, RICHARD I. AND ROBERT O. WILSON.

"The who, when and where of performance appraisal." Magazine of Bank Administration 52:16-18, November 1976.

HENDERSON, RICHARD I. AND ROBERT O. WILSON.

"The whys and whats of performance appraisal." Magazine of Bank Administration 52:30-2, December 1976.

LOPEZ, M.

"Evaluating bank employees' performance." Bankers' Magazine 155:51-7, Summer 1972.

REED, CLARENCE R.

"Evaluating the performance of commercial loan officers." Bankers' Magazine (Boston) 153:28-38, Summer 1970.

B. COMPUTER PERSONNEL

ARVEY, R.D. AND J.C. HOYLE.

"Evaluating computing personnel." Datamation 19:69-71+, July 1973.

DONATTI, F.R.

"Evaluation and appraisal of programmer's performance." Data Management 9:42-3, October 1971.

"FIVE WAYS TO GUAGE DP EFFECTIVENESS."

* Administrative Management 38:102, January 1977.

GREENE, R.J.

* "Appraising the performance of the data processing employee."
Personnel Journal 51:757-61, October 1972.

SCHUSSEL, G.

"Scoring DP performance." Infosystems 21:59-60+, September 1974.

C. FOREMEN AND SUPERVISORS

CLAYCOMBE, W.W. AND OTHERS.

* "Evaluation of supervisory skills to determine training needs."
Personnel Journal 55:116-20, March 1976.

KONKEL, G.J.

"How subordinates judge word processing managers." Office 83:46+, June 1976.

MCCONNELL, J.H.

* Assessment center: a flexible program for supervisors."
Personnel 48:35-40, September 1971.

PATTON, J.A.

"First-line supervisor: industry's number one problem?"
Business Management 40:18-19+, September 1971.

SABET-SHARGI, Z. AND D.W. DAVIS.

* "Development of supervisory performance evaluation." Per-
sonnel Journal 50:306-9, April 1971.

HEGARTY, W. HARVEY.

* "Supervisor's reactions to subordinates' appraisals." Per-
sonnel 50:30-5, November / December 1973.

D. GOVERNMENT EMPLOYEES

COHEN, BARRY M. AND CABOT L. JAFFEE.

* "Assessment centers aid government employees." Government Executive 5:42-44, November 1973.

DUDLEY, H.R., ED.

"Personnel forum [civil service merit system]". Personnel Administration 33:44-51, January 1970.

EPPERSON, L.L.

* "Dynamics of factor comparison / point evaluation." Public Personnel Management 4:38:48, January / February 1975.

FEILD, H.S. AND W.H. HOLLEY.

* "Performance appraisal - an analysis of statewide practices." Public Personnel Management 4:145-50, May 1975.

FEILD, H.S. AND W.H. HOLLEY.

* "Traits in performance ratings - their importance in public employment." Public Personnel Management 4:327-30, September / October 1975.

HOWELL, M.A. AND M.G. GINSBURG.

* "Evaluation of the professional and executive corps of the Department of Health, Education and Welfare." Public Personnel Management 2:37-42, January / February 1973.

LANGDON, CHARLES W.

"Evaluating performance of federal employees." Marquette Business Review 15:204-9, Winter 1971.

LIBERMAN, AARON AND OHTERS

* "The employee service review: worker perceptions of the system." Public Personnel Management 6:84-92, March / April 1977.

MARCH, JOHN J.

* "Personnel employees' perceptions of a state merit system." Public Personnel Management 6:93-97, March / April 1977.

OSBALDESTON, GORDON F.

* "Implementation of performance measurement in the federal public service: a progress report." Optimum 7(4)5-11, 1976.

ROMAN, W.W., T.L. TALBERT, AND G.M. MULLET.

* "Prediction of job performance dimensions: police officers." Public Personnel Management 6:173-180, May / June 1977.

PAINÉ, F.T.

"Conference approach in assessing management." Personnel Administration 35:47-52, May 1972.

PAULIONIS, A.N.

* "Value of practical promotional examinations for the police and fire ranks." Public Personnel Management 2:179-81, May / June 1973.

SHAW, LAWRENCE J.

"Unionism and the merit system." Florida Planning and Development 23:1+, May 1972.

"SYMPOSIUM ON THE MERIT PRINCIPLE TODAY."

Public Administration Review 34:425-52, September / October 1974.

TAVERNIER, G.

"Public servants rate their own performance." International Management 32:19-21, January 1977.

TEASLEY, C.E. AND JAMES N. NICHOL.

"The use of employee appraisal systems in governmental agencies." University of South Carolina Governmental Review 15:1-4, August 1973.

UNITED STATES. DEPARTMENT OF HEALTH, EDUCATION AND WELFARE. OFFICE OF STATE MERIT SYSTEMS.

Directory of State Merit Systems. Washington, D.C.: G.P.O., 1968.

UNITED STATES. HOUSE. COMMITTEE ON POST OFFICE AND CIVIL SERVICE.

The Merit System in the United States Civil Service: a Monograph, by Bernard Rosen. Washington, D.C.: Superintendent of Documents, 1975.

WHITE, H.C.

* "Perceptions of leadership by managers in a federal agency." Personnel Administration and Public Personnel Review 1:51-6, July 1972.

WILLIAMS, RICHARD AND OTHERS.

* "International review of staff appraisal practices: current trends and issues." Public Personnel Management 6:5-12, January / February 1977.

E. PURCHASING AGENTS

COOK, R.I.

"Buying performance: managers tell how they rate buyers." Purchasing 80:59-60, April, 1976.

COOK, R.I.

"Critical factors in judging buyer effectiveness." Journal of Purchasing and Materials Management 11:41-8, Spring 1975.

DEUTSCH, C.H.

"Who needs buyer evaluation?" Purchasing 74:59⁺, January 23, 1973.

KUDRNA, D.A.

* "Evaluating purchasing performance." Management Review 61:14-22, October 1972.

MONCZKA, R.M.

"Buyer performance evaluation: major considerations." Journal of Purchasing and Materials Management 10:51-60, November 1974.

POOLER, V.H.

"Measuring the purchasing man: TREND." Journal of Purchasing and Materials Management 9:68-85, November 1973.

RUPP, R.J.

"Are your buyers getting better? Here's how to tell." Purchasing 68:41-4, April 16, 1970.

WICLIFF, P.

"Rating buyers on suppliers' performance." Purchasing 73:60-3, November 21, 1972.

F. SALESMEN

COTHAM, J.C. AND D.W. CRAVENS

"Improving the measurement of salesman performance." Business Horizons 12:79-83, June 1969.

"DAY BY DAY PRODUCTIVITY REPORTS GIVE SALESMEN THEIR PERFORMANCE."

Stores: 51:11-12, October 1969.

DOWST, S.

"Supplier evaluation: how buyers rate salesmen." Purchasing 79:63-5, October 7, 1975.

FINN, R.H.

* "Analyzing a market strategy." California Management Review 17:84-6, Spring 1975.

FOURNIES, F.F.

* "Evaluating and counselling new salesmen." Personnel 47:49-53, September 1970.

FOURNIES, F.F.

"No praise for salesmen's appraisal." Sales Management 114: 40+, March 3, 1975.

JOLSON, M.A.

"Evaluating salesmen: what salesmen's batting averages don't tell." Sales Management 109:44+, September 4, 1972.

MICHEL, J.

"Grading the industrial salesman: questions that tell." Sales Management 103:38+, August 1, 1969.

REINFELD, G.

"Checklist for self evaluation." Inland Printer / American Lithographer 174:58-60, December 1974.

SPENCER, H.

* "Salesmen and sales managers look at the district manager." California Management Review 15:98-105, Fall, 1972.

WHITMORE, W.J.

"Evaluating salesmen: salesmen buyers love to say yes to." Sales Management 109:41-2+, September 18, 1972.

